



TOP SECRET

## PSYCHOLOGICAL STRATEGY BOARD

13 August 1951

MEMORANDUM FOR: The Chairman and Members, Psychological Strategy Board

SUBJECT: List of Problems for the Director and Staff in Order of Work Priority

As the first important task, I have had my staff prepare for your consideration a list of the problems in the field of psychological strategy which are troubling your departments.

Time has not permitted a full staff survey. However, we have obtained from the areas of your departments responsible for psychological operations lists of the problems which they feel require examination by ISP. In addition, my staff, who have been generously loaned to me by your departments, have examined these lists in the light of their own personal knowledge of the problems which are vexing them.

I have had this list organized so as to reflect both their relative importance to the cold war effort, and a workable order of handling by the staff, taking into consideration the phased growth of the staff and the capabilities of the departments to furnish personnel assistance to the staff.

This list reflects a caution I gave my staff which is of great concern to me. In my many talks with those in Washington about the state of our psychological effort, I have come upon many problems which are immediate, are serious and are not being dealt with as effectively as they might be. I appreciate the necessity of the board being personally concerned about each of these. But as I see it, these problems must not be accreted by the board and staff without careful consideration of the effect that this may have upon the solution of the board's longer range problems in a systematic and orderly fashion.

I find that the problems coming within the purview of ISP fall into four general categories.

- a. Psychological strategy planning not previously initiated.
- b. Work already in the planning stage or being implemented by departments and agencies, which requires review by ISP in order to fill policy gaps.
- c. Problems for which effective policies exist but which will require implementation planning.
- d. Crisis problems which will arise from time to time.

The list includes only categories a, b and c. In general terms the problems down to and including II C in the attached list fall under category a. My staff has not undertaken at this time to make a specific division among the other categories.

The problems are listed in the first column in approximate order of importance.

NSC REVIEWED AND HAS NO OBJECTION TO DECLASSIFICATION OF THIS DOCUMENT.  
9/19/07

TOP SECRET

TOP SECRET

The work priority for the staff, taking into consideration an adjustment of priority needs to staff capabilities, has been established as indicated in column 3 (Work Priority for the Staff) to include the first 9 items.

The first 4 problems in the Work Priority column are in work or completed.

I have furnished you a progress report on problem 41 G (Psychological Strategy Plans for Post Armistice contingencies (Korea)) by separate memorandum. Aside from the problems referred to above, with which the staff is presently seized, I feel that problem 1 and Problem 41 D are of the highest priority. I expect to put before you in the near future a proposal for accomplishing Problem 1.

In view of the fact that I am unable at this time to visualize the specific phasing in the augmentation of my staff, I felt that the priorities for the remaining items should not be indicated at this time.



GORDON GRAY  
Director

TOP SECRET